MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2016/2017

BPM3014 – PROJECT MANAGEMENT

(All Sections)

7 MARCH 2017
9.00 a.m. - 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWELVE (12)** printed pages with **TWO (2)** sections.
2. Answer **ALL** sections.
3. Marks are shown at the end of each question.

SECTION A: MULTIPLE CHOICE QUESTIONS (60 MARKS)

1. Yolanda is the project manager of the Data Migration Project for her organization. As the project manager she should identify which project management processes are most appropriate for this type of project. What is a project process?
   A. The creation of a product
   B. The progressive elaboration resulting in a product
   C. A series of actions that bring about a product, result or service
   D. A series of actions that allow the project to move from concept to deliverable

2. There are five project management process groups that allow projects to move from start to completion. Which one of the following is NOT one of them?
   A. Initiating
   B. Planning
   C. Communicating
   D. Closing

3. Of the following, which is the logical order of the project management processes?
   A. Initiating, planning, monitoring and controlling, executing, closing
   B. Initiating, planning, executing, monitoring and controlling, closing
   C. Planning, initiating, monitoring and controlling, executing, closing
   D. Planning, initiating, executing, closing, monitoring and controlling

4. You are the project manager of the GRT Tower Project. Your project team announces how they are happy to be done with project planning. You inform the team, however, that you and they will likely be returning to project planning throughout the project. This ongoing process of project planning is also known as _____.
   A. Constant integration planning
   B. Rolling wave planning
   C. Continuous planning
   D. Phase gates

5. You are the project manager for a pharmaceutical company. You are currently working on a project for a new drug your company is creating. A recent change in a law governing drug testing will impact your project and change your project scope. The first thing you should do as a project manager is:
   A. Create a documented change request
   B. Proceed as planned
   C. Consult with the project stakeholders
   D. Stop all project work until the issue is resolved

Continued...

6. Which of the following is an Enterprise Environmental Factor?
   A. Configuration management knowledge base
   B. Change control procedures
   C. Historical information
   D. Commercial databases

7. What is a recommended method for controlling change within a project?
   A. Have only the project manager able to initiate change
   B. Have each change approved or rejected through a formal change control process
   C. Allow each project member ultimate control of changes within their scope of the project without a review process
   D. Freeze scope and allow absolutely no changes

8. The project manager of a project calls you in as a consultant to provide inputs on developing the Project Charter. According to PMBOK, your contribution to the project could be best termed as:
   A. Professional Consultant
   B. Expert Judgement
   C. Charter Consultant
   D. Expert Consultancy

9. Which process is concerned with providing forecasts to update current cost information?
   A. Monitor and Control Project Work
   B. Project Management Information System
   C. Close Project or Phase
   D. Direct and Manage Project Work

10. Which of the following would not be considered an Enterprise Environmental Factor during the Develop Project Charter process?
    A. Scope statement
    B. Organizational infrastructure
    C. Governmental standards
    D. Marketplace conditions

11. You are the project manager of the BHY Project. Your project customer has demanded that the project be completed by December 1st. December 1st is an example of which one of the following?
    A. A constraint
    B. An assumption
    C. A project boundary
    D. Product acceptance criteria

Continued...

12. Marvin is the project manager of the Highway 41 Project and he is working his project team members to create the WBS. Marvin shows the team how to break down the project scope into the WBS components, but the team does not understand how far down the breakdown should occur. What should Marvin call the lowest-level item in a WBS?
    A. A deliverable
    B. A work package
    C. An activity
    D. A leaf object

13. You are the project manager of the HGF Project. Your project team members report they are 30% complete with the project. You have spent MYR25000 of the project's MYR250000 budget. What is the earned value for this project?
    A. 10%
    B. MYR75000
    C. MYR25000
    D. Not enough information to determine

14. You are using a previous similar project to predict the costs of the current project. Which of the following best describes analogous estimating?
    A. Regression analysis
    B. Bottom-up estimating
    C. Organizational process assets
    D. Enterprise environmental factors

15. You are the project manager of RAYA Project. Your BAC is MYR600000. You have spent MYR270000 of your budget. You are now 40% done with the project, though your plan called for you to be 45% done with the work by this time. What is your CPI?
    A. 100
    B. 89
    C. 0.89
    D. 0.79

16. The WBS is finalized by establishing control accounts for the work packages and a unique identifier from a code of accounts. This provides a structure for hierarchical summation of:
    A. Schedule and requirements information
    B. Cost and requirements information
    C. Cost and resource information
    D. Cost, schedule and resource information

Continued...

17. Uncontrolled project scope changes are often referred to as _____.
    A. Scope creep
    B. Scope verification
    C. Value Added Scope
    D. Scope control

18. While planning the schedule for your project, you frequently refer to the project calendar. A project calendar is:
    A. A calendar containing the days on which various meetings are scheduled within the project team
    B. A calendar of working days or shifts that establishes those dates on which schedule activities are worked
    C. A calendar containing the list of days on which the project team members will be on leave
    D. All of the above

19. As a project manager, you are in the process of preparing the schedule for the project. Which of the following accurately depicts the sequence of your activities before you began preparing the project schedule?
    A. Sequence Activities, Estimate Activity Resources, Estimate Activity Durations
    B. Sequence Activities, Estimate Activity Durations, Estimate Activity Resources
    C. Estimate Activity Resources, Estimate Activity Durations, Sequence Activities
    D. Estimate Activity Durations, Sequence Activities, Estimate Activity Resources

20. After one year of construction, an office building is scheduled to be completed on 30 January. The landscaping work needs to start 15 days prior to completion of the building. Which of the following relationships most likely represent the relationship of the start of landscaping work to the completion of the office building?
    A. Finish-to-start with a 15-day lead
    B. Start-to-finish with a 15-day lead
    C. Finish-to-start with a 15-day lag
    D. Start-to-finish with a 15-day lag

21. MOINS Project requires coordination with the director of manufacturing, HR, the IT department, and the CIO. This is an example of what type of input to organizational planning?
    A. Organizational interfaces
    B. Technical interfaces
    C. Interpersonal interfaces
    D. Human resource coordination

Continued...

22. You are the project manager of the Newton Construction Project. This project will use internal and external employees on your project team. Your project requires an electrician at month 8. This is an example of which of the following?
    A. Organizational interfaces
    B. Staffing requirements
    C. Contractor requirements
    D. Resource requirements

23. You are the project manager in an organization with a weak matrix. Your project team will come from three different lines of business within the organization and they are also working on at least two other projects. Who will have the authority in your project?
    A. The project manager
    B. The customer
    C. Functional management
    D. The team leader

24. You are the project manager for a project and it has several human resource issues that must be coordinated and approved by the labour union. Which of the following statements is correct?
    A. The union is considered a resource constraint
    B. The union is considered a management constraint
    C. The union is considered a project stakeholder
    D. The union is considered a project team member

25. You are the project manager of the Blue Sky Network Upgrade Project. You have 15 project team members and you're speaking with them about the importance of communication. You show them the communication model and give examples of each of the components of the model. One of the project team members asks for an example of noise. Of the following, which one is an example of noise?
    A. Fax machine
    B. Ad-hoc conversations
    C. Contractual agreements
    D. Distance

26. A project is estimated to cost MYR50,000 with a timeline of 50 days. After 25 days, the project manager finds that 50% of the project is complete and actual costs are MYR50,000. What is the Cost Performance Index (CPI)?
    A. The CPI is 1
    B. The CPI is 1.5
    C. The CPI is 2
    D. The CPI is 0.5

Continued...

27. An estimating technique that uses a statistical relationship between historical data and other variables (such as square footage in construction or lines of code in software development) is known as:
    A. Parametric Estimating
    B. Analogous Estimating
    C. Bottom-up Estimating
    D. Historical Analysis

28. Gordon has recently taken over a project as the project manager. The project is already halfway through execution. Reviewing the project management plan, Gordon found out that the project's WBS is not aligned with the project management plan and the 100% rude was ignored. What does this mean?
    A. The WBS doesn't contain all of the project and product work mentioned in the work management plan.
    B. The project is not halfway through the execution.
    C. The project management plan can never be 100% complete.
    D. The project cannot be completed on time.

29. What is control chart?
    A. A type of a RACI chart
    B. A chart that shows the root cause of a problem
    C. A type of a fishbone diagram
    D. A chart that shows the stability of a process

30. A project manager is unsure of the difference between perception and accuracy and asks for your help in understanding the difference between these two terms. Which of these responses would be the best response to such a question?
    A. Precision is consistency that the value of a repeated set of measurements are clustered and have little scatter whereas accuracy is correctness that the measured value is very close to the true value.
    B. Accuracy is consistency that the value of repeated set of measurements is clustered and has little scatter whereas precision is correctness that the measured value is very close to the value.
    C. Accuracy and Precision are equivalent and normally specified in the SOW by the customer who issued the SOW.
    D. Accuracy is more important than precision. The project management team must decide the level of accuracy required.

Continued...

31. You are the project manager of the GHK Project. You and the manufacturer have agreed to substitute the type of plastic used in the product to a slightly thicker grade should there be more than 7% error in production. The thicker plastic will cost more and require the production to slow down, but errors should diminish. The 7% is an example of which of the following?
    A. Threshold
    B. Tracking
    C. Budgeting
    D. JIT manufacturing

32. You are presented with the following table:

Risk Event	Probability	Impact Cost/Benefit	EMV
1	0.20	-4000	
2	0.50	5000	
3	0.45	-300	
4	0.22	500	
5	0.35	-4500	

What is the EMV for Risk Event 3?
    A. MYR135
    B. -MYR300
    C. MYR45
    D. -MYR135

33. You are the project manager of the Adams Bridge Project. Some of the work in the project contains pure risk that you're not willing to accept. You decided to mitigate the pure risks in this project. Which of the following may be used as a risk mitigation tool?
    A. The vendor proposal
    B. The contract
    C. The quotation
    D. Project requirements

34. You are the project manager for B89A Project. You have created a contract for your customer. What are the two things that the contract must have?
    A. An offer and consideration
    B. Signatures and stamp of a notary public
    C. Value and worth of the procured item
    D. Start date and acceptance of start date

Continued...

35. Brad is the project manager of the FT Hardware Project. He is relying on the project scope to help him analyze the procurement needs of the project. The project scope statement can help a project manager create procurement details. Which of the following best describes this process?
    A. The project scope statement defines the contracted work
    B. The project scope statement defines the requirements for the contract work
    C. The project scope statement defines the contracted work, which must support the requirements of the project customer
    D. Both parties must have and retain their own copy of the product description

36. The technique of comparing actual or planned project practices to those of other projects to generate ideas for improvement of and to provide a basis by which to measure performance is known as:
    A. Workbench
    B. Benchmarking
    C. Quality Control
    D. Dependency

37. There is a serious defect in the finished product of a project that was completed a few months ago, resulting in a recall campaign to recall the defective products. What would be the best classification for these types of costs?
    A. To complete performance index (TCP)
    B. Cost variance
    C. Cost of conformance
    D. Cost of non- conformance

38. Ken is managing a project in which the morale of the team is very low, the team members have been on the project for more than a year; though the project is due to end in a few weeks' time, they still do not know what is in store for them. What should Ken have planned better to avoid such a situation?
    A. Ground rules
    B. 360-degree feedback
    C. Job rotation within the project.
    D. Staff release plan

39. You are the project manager of a project whose team has interacted with a number of stakeholders. You believe that in order to have an objective project performance appraisal, you would like to obtain feedback for the project team members from all the people they have worked with, including superiors, peers, and subordinates. Which of the following process is relevant in this case?
    A. Close Project or Phase
    B. Acquire Project Team
    C. Manage Project Team
    D. Develop Project Team

Continued...

40. Which of the following is not a tool and technique of the Plan Human Resource Management Process?
    A. Organizational theory
    B. Networking
    C. Organization chart
    D. Rewards and recognition

41. Which of these is not an Enterprise environmental factor that can influence the Plan Human Resource Management process?
    A. Organizational Culture
    B. Lessons learned on organizational structures
    C. Marketplace conditions
    D. Personnel administration policies

42. Which of the following is not provided by communications management plan?
    A. Stakeholders communication requirements
    B. Frequency of communication
    C. Person responsible for communicating the information
    D. Desired and current engagement levels of key stakeholders

43. You are holding a kickoff meeting for the built-out of a new data center. This will be the largest, costliest and most complex project you have worked on in your career. You have counted 52 stakeholders, vendors, and project team members. To stress to them how important and difficult communication will be on the project, you want to tell them how many channels of communication exist on the project. What would you tell them?
    A. 2625 channels exist on the project
    B. 52 channels exist on the project
    C. 2704 channels exist on the project
    D. 1326 channels exist on the project

44. You are working on a project with the fixed-free contact; therefore, communications should tend toward:
    A. Formal Verbal Communication
    B. Informal Written Communication
    C. Formal Written Communication
    D. Informal Verbal Communication

45. A project initially starts out with three stakeholders, but the number increases to seven during the course of the project. How many channels does the project manager need to manage now?
    A. 18 channels
    B. 10 channels
    C. 21 channels
    D. 7 channels

Continued...

46. Akimura has outsourced a portion of a project to a vendor. The vendor has discovered some issues that will influence the cost and schedule of its portion of the project. How must the agreement be updated?
    A. As a new contract signed by Akimura and the vendor
    B. As directed by the contract change control system
    C. As a memo and SOW signed by Akimura and the vendor
    D. Project management contracts have clauses that allow vendors to adjust their work according to unknowns

47. You are the project manager of HIJ Project for your organization. This project has recently been chartered and you are starting the process of stakeholder identification. In this process, you are working with your project team, some of the known stakeholders, and your project sponsor. Which one of the following inputs will you NOT need for the stakeholder identification process?
    A. Organizational process assets
    B. Communication management plan
    C. Procurement documents
    D. Project charter

48. You are the project manager for your organization. Management has asked you to create a stakeholder classification model to show the amount of authority stakeholders have over project decisions in relation to how much their political capital and position in the company could affect the project. What type of stakeholder classification model should you create?
    A. A power/influence grid
    B. A RAM matrix
    C. An influence/impact grid
    D. A RACI chart

49. Harry has been tasked to create a salience model for his project. This model defines three characteristics for project stakeholders. Which one of the following is NOT one of the three characteristics of the stakeholders mapped in the salience model?
    A. Power
    B. Urgency
    C. Legitimacy
    D. Influence

50. You are the project management consultant for your company and you are meeting the stakeholders for the first time. Mary, a stakeholder, tells you that she hates the project and she hopes that it fails miserably. What type of stakeholder is Mary?
    A. Resistant
    B. Unhappy
    C. Honest
    D. Defiant

Continued...

SECTION B: STRUCTURED QUESTIONS (40 Marks)

There are THREE (3) questions in this section. Candidates MUST answer ANY TWO (2) questions.

Question 1 (20 Marks)

a) What is a Project? (4 Marks)

b) What is Project Management? (6 Marks)

c) Illustrate via a diagram the processes that occur before a project is initiated. (8 Marks)

d) Given the following PERT estimation, determine the standard deviation for the activity;

Activity	Optimistic	Most Likey	Pessimistic	Expected
A	4	5	12	6

(2 Marks)

Question 2 (20 Marks)

a) Given the following project details, identify the project's critical path;

Activity	Duration (Man Days)	Predecessor
A	5	-
B	10	A
C	12	A
D	8	A
E	6	B, C
F	15	G, E
G	4	C, D
H	20	D
I	18	H
J	2	H
K	4	I, J
L	30	K
M	5	F, L

(10 Marks)

Continued...

b) Given the information below, identify how much it would cost for each day you crash the schedule. Determine the total cost for crashing the project till the all crash mode.

Activity	Predecessor	Normal time	Normal cost	crash time	crash cost	crash cost per day
A	-	12	200	12	350	
B	A	8	300	8	300	
C	A	9	250	7	450	
D	B, C	6	400	5	600	

(10 Marks)

Question 3 (20 Marks)

a) You are managing a project with the following cost management plan;

Month	Cumulative Physical Progress	Cost
1	10% Completed	MYR10000
2	40% Completed	MYR40000
3	80% Completed	MYR60000
4	100% Completed	MYR10000
	Total	MYR120000

You are currently halfway through the third month. Your team has only managed to complete 20% of that month's work. To date, you have spent MYR80000. You had successfully delivered your previous milestones and you would like to continue to do so. Determine the project's Cost Variance, Schedule Variance, Cost Performance Index and Schedule Performance Index. (12 Marks)

b) Based on the information provided above and the performance measurements you have determined, what is the estimate total cost of the project at completion according to the current performance rate? (8 Marks)

End of Page